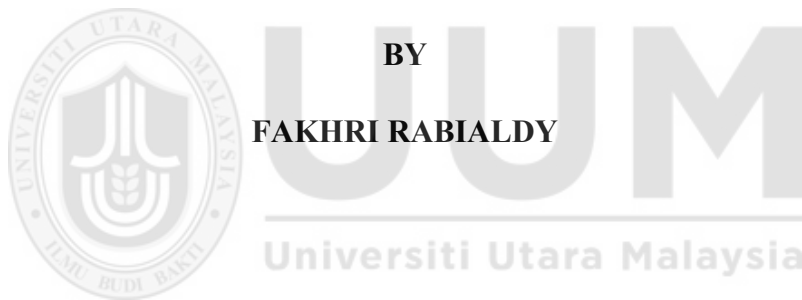


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**THE RELATIONSHIP BETWEEN HUMAN CAPITAL AND
ORGANIZATIONAL PERFORMANCE: EMPIRICAL STUDY AT
COOPERATIVE IN PEKANBARU CITY, RIAU PROVINCE
INDONESIA**



MASTER OF HUMAN RESOURCE MANAGEMENT

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APRIL 2019

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INDONESIA**



BY
FAKHRI RABIALDY

UUM
Universiti Utara Malaysia

Thesis Submitted To
School Of Business Management
Universiti Utara Malaysia
In Fulfillment Of The Requirement For Master Of Human Resource
Management



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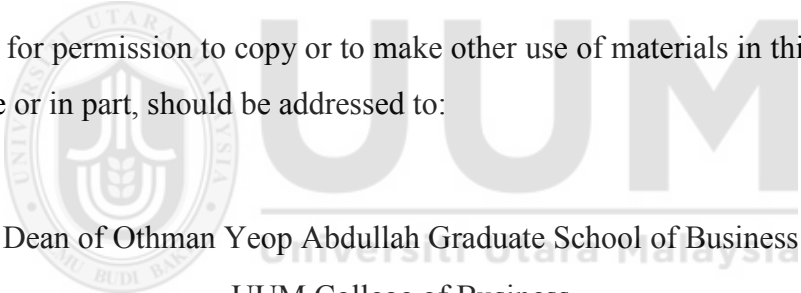
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Acknowledgment



In the Name of Allah, the Most Gracious and the Most Merciful

In the name of Allah SWT, who created the heavens, the earth and everything in them and that has given me a long life until this task is completed. I do not forget to say allahumasalialamuhamad to Prophet Muhammad SAW.

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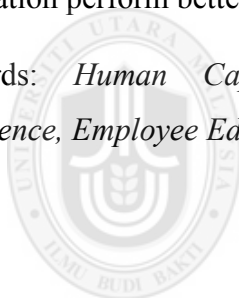
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Thank you,

Abstract

This study examined the relationship between human capital's dimensions to organizational performance specifically at cooperatives in Pekanbaru City, Riau Province of Indonesia. Human capital consists of three dimensions, namely, employee education, employee skills, and work experience. 118 questionnaires were distributed to the cooperative's board through direct and online method, however, only 100 questionnaires or 84.7% received and used for further analyses. All data were analyzed using SPSS version 24. Finding of the study indicated employee competence has a positive and significant relation with organizational performance. The study suggested that the government should enhance their participation in cooperatives, that includes conducting more training and seminars related to business development. Beside that provide more cooperative's officer to assist the cooperatives in order to make this organization perform better.

Keywords: *Human Capital, Organizational Performance, Employee Competence, Employee Education, Employee Working Experience*



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Abstrak

Kajian ini mengkaji hubungan antara dimensi modal insan dengan prestasi organisasi khususnya di koperasi di Kota Pekanbaru, Provinsi Riau, Indonesia. Modal manusia terdiri daripada tiga dimensi, iaitu pendidikan pekerja, kemahiran pekerja, dan pengalaman kerja. Sebanyak, 118 soal selidik telah diedarkan kepada lembaga koperasi melalui kaedah secara terus dan dalam talian. Walau bagaimanapun 100 soal selidik atau 84.7% yang diterima dan digunakan untuk analisis. Semua data dianalisis dengan menggunakan SPSS versi 24. Hasil kajian menunjukkan kemahiran pekerja mempunyai hubungan positif dan signifikan dengan prestasi organisasi. Kajian ini mencadangkan supaya kerajaan meningkatkan penyertaan mereka dalam koperasi ini termasuk menyediakan lebih banyak latihan dan seminar yang berkaitan dengan pembangunan perniagaan, selain itu perlu menyediakan lebih ramai pegawai koperasi untuk membantu koperasi- koperasi untuk meningkatkan prestasi koperasi yang lebih baik.

Kata kunci: *Modal Insan, Prestasi Organisasi, Kecekapan Pekerja, Pendidikan Pekerja, Pengalaman Bekerja Pekerja*

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Chapter 1. Introduction

1.0 Introduction

According to Karl, Peluchette, Hall-Indiana, and Harland (2005), an organization can be divided into three categories; public organization, non-profit organization and private or profit organization. Private organizations focus on profit-driven performance, meanwhile, public organizations generally prioritize on an intangible non-financial performance like efficiency and the outcomes of service (Majid, Samad, Tazilah, & Hanaysha, 2017). However, the performance of every organization is very important and the objectives for them is to improve the performance in order to achieve the goals (Hamid, Maheen, Cheem, & Yaseen, 2017).

Basically, the term of performance is related on doing a job, or as result achieved of their work and also defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions (Salem, 2003). On the hand Ratna, Khanna, Jogishwar, Khattar, and Agarwal (2014) mentioned that organizational performance involves the repeated activities to establish organizational goals, managing and controlling towards the goals, and make some modifications to achieve those goals to be more effective and efficient.

Besides that, organizational performance is a comprehensive index reflecting the degree of realizing goals set previously (Wang, Shieh, & Wang, 2008). In addition, organizational performance includes actual productivity or outcome of a business designed contrary to its intended productivity or goals and objectives (Suhag,

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Appendices

Appendices A. Questionnaires

Part A: Demographic

Bagian A: Demografis

For each of the following questions, the respondents need to choose and tick one of the five criteria for answering the question. Please answer all questions objectively and as honest as possible.

Untuk setiap pertanyaan dibawah, respondent perlu memilih and memberi tanda pada salah satu dari lima kriteria untuk menjawab pertanyaan. Harap menjawab semua pertanyaan secara objektif dan sejujur mungkin.

I. Cooperative's Background / Latar Belakang Koperasi

1. Name Of Cooperative : _____
(Nama Koperasi)

2. Types Of Cooperative : _____
(Tipe Koperasi)

- | | |
|--|--|
| <input type="checkbox"/> Services / Jasa | <input type="checkbox"/> Transport / Angkutan |
| <input type="checkbox"/> Credit / Kredit | <input type="checkbox"/> Construction / Konstruksi |
| <input type="checkbox"/> Consumer / Konsumen | <input type="checkbox"/> Industry / Industri |
| <input type="checkbox"/> Agriculture / Pertanian | <input type="checkbox"/> Others (Please Specify) _____ |

3. Years Of Establishment : _____
(Tahun Pembentukan Koperasi)

4. Total Number Of Member : _____
(Jumlah Anggota)

- | | | |
|-----------------------------------|------------------------------------|------------------------------------|
| <input type="checkbox"/> < 10 | <input type="checkbox"/> 101 – 150 | <input type="checkbox"/> 251 – 300 |
| <input type="checkbox"/> 11 – 50 | <input type="checkbox"/> 151 - 200 | <input type="checkbox"/> > 300 |
| <input type="checkbox"/> 51 – 100 | <input type="checkbox"/> 201 – 250 | |

5. Total Number Of Cooperative board: _____
(Jumlah Pengurus Koperasi)

☐ < 10

☐ 11 – 50

☐ 51 – 100

6. Majority of Education Background : _____
Of Cooperative board
(Rata Rata Latar Pendidikan
Pengurus koperasi)

☐ Junior High School / Sekolah Menengah Pertama

☐ Senior High School / Sekolah Menengah Atas

☐ Bachelor Of Degree / Sarjana Strata 1

☐ Master Of Degree / Sarjana Strata 2

II. Respondent's Background / Latar Belakang Termohon

1. Gender : _____
(Jenis Kelamin)

☐ Male / Laki – Laki

☐ Female / Perempuan

2. Age (Years) : _____
Umur (Tahun)

☐ < 25

☐ 26 - 35

☐ 36 – 45

☐ > 46

3. Working Experiences : _____
(Pengalaman Bekerja)

☐ < 1 Year

☐ 2-5 Years

☐ > 5 Years

4. Education's Background : _____
(Latar Belakang Pendidikan)

- ☐ Junior High School / Sekolah Menengah Pertama
☐ Senior High School / Sekolah Menengah Atas
☐ Bachelor Of Degree / Sarjana Strata 1
☐ Master Of Degree / Sarjana Strata 2

5. Years Hold The Position : _____
(Tahun Memegang Posisi)

- ☐ < 1 Year
☐ 2-5 Years
☐ > 5 Years

Part B: Human Capital Dimension

Part B: Dimensi Sumber Daya Manusia

In this part, the respondents need to answer questions which suitable with the human capital condition within the organization. The answers consist of 5 columns which is one (1) strongly disagrees, (2) Disagree (3) Neutral (4) Agree and five (5) strongly agree and Please answer all questions objectively and as honest as possible.

Pada bagian ini, respondent perlu menjawab pertanyaan yang sesuai dengan kondisi sumber daya manusia yang ada pada organisasi. Jawaban terdiri atas 5 kolom yang mana (1) adalah sangat tidak setuju, (2) Tidak Setuju (3) Netral, (4) Setuju dan (5) adalah sangat setuju dan diharapkan menjawab semua pertanyaan secara objektif dan sejujur mungkin.

Strongly disagree / Sangat Tidak setuju	Disagree / Tidak setuju	Neutral / Neutral	Agree / Setuju	Strongly Agree / Sangat Setuju
1	2	3	4	5

No	Statement/ Pernyataan	1	2	3	4	5
1	Cooperative board have a suitable education to fulfill the job.					

	Pengurus Koperasi memiliki Pendidikan yang sesuai untuk mengerjakan suatu pekerjaan					
2	Cooperative board are well trained. Pengurus Koperasi telah terlatih					
3	Cooperative board is well skilled professionally to accomplish their job. Pengurus Koperasi terampil secara profesional untuk menyelesaikan pekerjaan mereka					
4	Cooperative board well InControl about their selves. Pengurus Koperasi dengan baik Mengontrol tentang diri mereka					
5	Cooperative board are better than other in doing the job Pengurus Koperasi lebih baik dibandingkan yang lain saat melakukan pekerjaan					
6	Cooperative board have a better skill in solving problem related to the job Pengurus Koperasi memiliki skill yang baik dalam menyelesaikan masalah berkaitan dengan pekerjaan					
7	Cooperative board have a better Knowledge in solving problem related to the job Pengurus Koperasi memiliki pengetahuan yang baik dalam menyelesaikan masalah berkaitan dengan pekerjaan					
8	Cooperative board always have an answer related to the job/ task Pengurus Koperasi selalu mempunyai jawaban untuk pekerjaan atau tugas					
9	Cooperative board have self-motivation in perform the job well					

	Pengurus Koperasi memiliki motivasi diri dalam melakukan pekerjaan dengan baik					
10	Cooperative board hold suitable work experience for accomplishing their job successfully Pengurus Koperasi memiliki pengalaman kerja yang cocok untuk menyelesaikan pekerjaan mereka dengan sukses					
11	Cooperative board feel thoroughly familiar with the job within the working hours Pengurus Koperasi merasa sangat akrab dengan pekerjaan dalam jam / waktu kerja					
12	Mastering their jobs meant a lot to cooperative board Menguasai pekerjaan mereka sangat berarti bagi Pengurus Koperasi					
13	Cooperative board able to complete the job their daily task / jobs due to their past experience Pengurus Koperasi mampu menyelesaikan pekerjaan tugas / pekerjaan sehari-hari mereka karena pengalaman masa lalu mereka					

Part C: Organizational Performance

Bagian C: Kinerja Organisasi

In this part, the respondents need to answer questions which suitable with the organization condition. The answers consist of 5 columns which are (1) is Not Very Well, (2) is Not Well, (3) Neutral, (4) Well and (5) is Very Well and Please answer all questions objectively and as honest as possible.

Pada bagian ini, respondent perlu menjawab pertanyaan yang sesuai dengan kondisi pada organisasi. Jawaban terdiri atas 5 kolom yang mana (1) adalah sangat tidak baik, (2) tidak baik (3) Netral, (4) Baik and (5) adalah sangat baik dan diharapkan menjawab semua pertanyaan secara objektif dan sejujur mungkin.

Not Very well / Sangat Tidak Baik	Not well / Tidak Baik	Neutral / Neutral	Well / Baik	Very Well / Sangat Baik
1	2	3	4	5

NO	Statement / Pernyataan	1	2	3	4	5
1	Profit Growth Peningkatan keuntungan					
2	Sales Growth Peningkatan Penjualan					
3	After – Tax return on Asset Tingkat Pengembalian Aset / Modal setelah dipotong pajak					
4	After – Tax return on Sales Tingkat Hasil Penjualan Setelah dipotong Pajak					
5	Overall Cooperative Performance Kinerja koperasi secara keseluruhan					

Thank You For Taking The Time To Complete This Questionnaire
Terima Kasih Telah Meluangkan Waktu Untuk Mengisi Kuesioner Ini

Appendices B. UUM Letter Of Data Collection



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel: 604-928 7101/7113/7130
Faks (Fax): 604 928 7160
Laman Web (Web): www.oayagsb.uum.edu.my

UUM/OYAGSB/R-4/4/1
13 January 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Assoc. Prof. Dr. Mohd Faizal Bin Mohd Isa

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. He is pursuing the above mentioned course which requires him to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Fakhri Rabialdy	822971


In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"
"ILMU, BUDI, BAKTI"

Yours faithfully


ROZITA BINTI RAMLI
Assistant Registrar
for Dean

Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (822971)

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendices B. Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu, Pemerintah Provinsi Riau



PEMERINTAH PROVINSI RIAU DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU

Gedung Menara Lancang Kuning Lantai I & II Komp. Kantor Gubernur Riau
Jl. Jenderal Sudirman No. 460 Telp. (0761) 39119 Fax. (0761) 39117, PEKANBARU
Email : dpmpstsp@riau.go.id Kode Pos : 28126

REKOMENDASI

Nomor : 503/DPMPSTSP/NON IZIN-RISET/17509
T E N T A N G



PELAKSANAAN KEGIATAN RISET/PRA RISET DAN PENGUMPULAN DATA UNTUK BAHAN TESIS

Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Riau, setelah membaca Surat Permohonan Riset dari : **Assistant Reggistrar Universiti Utara Malaysia, Nomor : UUM/OYAGSB/R-4/4/1 Tanggal 13 Januari 2019**, dengan ini memberikan rekomendasi kepada:

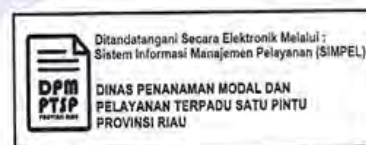
- | | |
|----------------------|---|
| 1. Nama | : FAKHRI RABIALDY |
| 2. NIM / KTP | : 822971 |
| 3. Program Studi | : MASTER OF HUMAN RESOURCE MANAGEMENT |
| 4. Konsentrasi | : MASTER OF HUMAN RESOURCE MANAGEMENT |
| 5. Jenjang | : S2 |
| 6. Judul Penelitian | : The relationship Between Human Capital an Organizational Performance; Empirical Study at Cooperative in Pekanbaru City, Indonesia |
| 7. Lokasi Penelitian | : KOPERASI DI KOTA PEKANBARU |

Dengan Ketentuan sebagai berikut:

1. Tidak melakukan kegiatan yang menyimpang dari ketentuan yang telah ditetapkan yang tidak ada hubungan dengan kegiatan ini.
2. Pelaksanaan Kegiatan Penelitian dan Pengumpulan Data ini berlangsung selama 6 (enam) bulan terhitung mulai tanggal rekomendasi ini dibuat.

Demikian Rekomendasi ini diberikan agar dapat digunakan sebagaimana mestinya dan kepada pihak yang terkait diharapkan untuk dapat memberikan kemudahan dan membantu kelancaran kegiatan Penelitian dan Pengumpulan Data ini dan terima kasih.

Dibuat di : Pekanbaru
Pada Tanggal : 17 Januari 2019



Tembusan :

Disampaikan Kepada Yth :

1. Kepala Badan Kesatuan Bangsa dan Politik Provinsi Riau di Pekanbaru
2. Walikota Pekanbaru
- Up. Kaban Kesbangpol dan Linmas di Pekanbaru
- ③ Assistant Reggistrar Universiti Utara Malaysia di Malaysia
4. Yang Bersangkutan

Appendices C. Dinas Badan Kesatuan Bangsa Dan Politik Kota Pekanbaru



PEMERINTAH KOTA PEKANBARU BADAN KESATUAN BANGSA DAN POLITIK

JL. ARIFIN AHMAD NO 39 TELP. – FAX : (0761) 39399 PEKANBARU



REKOMENDASI PENELITIAN

Nomor : 071/BKBP-REKOM/2019/203

232018

- a. Dasar : Peraturan Menteri Dalam Negeri Nomor 64 Tahun 2011 Tentang Pedoman Penerbitan Rekomendasi Penelitian.
- b. Menimbang : Rekomendasi dari Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Riau, nomor 503/DPMTSP/NON IZIN-RISET/17509 tanggal 17 Januari 2019, perihal pelaksanaan kegiatan Penelitian Riset/Pra Riset dan pengumpulan data untuk bahan Skripsi.

Kepala Badan Kesatuan Bangsa dan Politik Kota Pekanbaru memberikan Rekomendasi kepada :

1. Nama : **FAKHRI RABIALDY**
2. NIM : 822971
3. Fakultas : ASSISTANT REGISTRAR UNIVERSITI UTARA MALAYSIA
4. Jurusan : MASTER OF HUMAN RESOURCE MANAGEMENT
5. Jenjang : S2
6. Judul Penelitian : **THE RELATIONSHIP BETWEEN HUMAN CAPITAL AND ORGANIZATIONAL PERFORMANCE; EMPIRICAL STUDY AT COOPERATIVE IN PEKANBARU CITY, INDONESIA**
7. Lokasi Penelitian : DINAS KOPERASI DAN UMKM KOTA PEKANBARU

Dengan ketentuan sebagai berikut :

1. Tidak melakukan kegiatan yang menyimpang dari ketentuan yang telah ditetapkan yang tidak ada hubungan dengan kegiatan Riset/Pra Riset/ Penelitian dan pengumpulan data ini.
2. Pelaksanaan kegiatan Riset ini berlangsung selama 2 (dua) bulan terhitung mulai tanggal Rekomendasi ini dibuat.
3. Berpakaian sopan, mematuhi etika kantor/lokasi penelitian, bersedia meninggalkan photo copy Kartu Tanda Pengenal.
4. Menyampaikan hasil Riset 1 (satu) rangkap kepada Badan Kesatuan Bangsa dan Politik Kota Pekanbaru sesuai pasal 23 PERMENDAGRI No.64 Tahun 2011.

Demikian Rekomendasi ini dibuat untuk dipergunakan sebagaimana mestinya.

Pekanbaru, 17 Januari 2019

a.n. KEPALA BADAN KESATUAN BANGSA
DAN POLITIK KOTA PEKANBARU

SEKRETARIS


H. MAISCO, S.Sos, M.Si
NIP. 19740514 199403 1 007

Tembusan

Di Sampaikan Kepada Yth :

1. Assistant Registrar Universiti Utara Malaysia di Malaysia
2. Yang Bersangkutan

Appendices D. Dinas Koperas Dan UKM Kota Pekanbaru



PEMERINTAH KOTA PEKANBARU
DINAS KOPERASI, USAHA KECIL DAN MENENGAH
Jl. Teratai No. 83 Telp. (0761) 21462 - Fax 21462
PEKANBARU

SURAT KETERANGAN

070/Diskop UKM-Set/19

Kepala Dinas Koperasi Usaha Kecil dan Menengah Kota Pekanbaru, dengan ini menerangkan:

Nama : FAKHRI RABIALDY
NIM : 822971
Asal Perguruan Tinggi : Universiti Utara Malaysia
Fakultas : Assistant Registrar Universiti Utara Malaysia
Jurusan : Master of Human Resource Management

Benar telah melaksanakan penelitian di Dinas Koperasi, Usaha Kecil dan menengah Kota Pekanbaru dengan judul "THE RELATIONSHIP BETWEEN HUMAN CAPITAL AN ORGANIZATIONAL PERFORMANCE; EMPIRICAL STUDY AT COOPERATIVE IN PEKANBARU CITY, INDONESIA".

Demikian surat keterangan ini dibuat, untuk dapat digunakan seperlunya, terima kasih.

Pekanbaru, 18 Januari 2019

a.n. KEPALA DINAS KOPERASI, UKM
KOTA PEKANBARU
Sekretaris.



Appendices E. Simple Random Result And List Of The Active Cooperative's Names

I. Simple Random Techniques by Randomizer

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RESULTS

1 Set of 118 Unique Numbers

Range: From 1 to 178— Sorted from Least to Greatest

Set #1

1, 2, 5, 6, 7, 9, 13, 14, 15, 16, 17, 22, 25, 26, 27, 29, 30, 31, 33, 35, 36, 37, 38, 39, 40, 41, 42, 44, 46, 48, 49, 51, 52, 53, 54, 56, 57, 58, 61, 62, 63, 64, 65, 66, 67, 69, 70, 74, 75, 76, 77, 79, 82, 84, 85, 86, 90, 91, 93, 94, 95, 96, 97, 99, 100, 101, 104, 105, 106, 108, 109, 110, 111, 113, 114, 115, 116, 117, 118, 121, 122, 123, 125, 126, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 142, 144, 147, 148, 149, 152, 153, 154, 155, 157, 160, 161, 164, 165, 166, 169, 170, 172, 174, 175, 176, 178



UUM
Universiti Utara Malaysia

II. List of Active Cooperative's Name

No	Nama	Nomor Badan Hukum	Kecamatan
1	Kopma Universitas Riau	Bh-Xiii	Tampan
2	Pegawai Negeri Republik Indonesia Siti Payung Sekolah Menengah Umum Negeri 8 Pekanbaru (Kp-Ri Siti Payung Smun 8 Pekanbaru)	Bh/Kdk.46/1.2/Ix/1998	Sail
3	Puskopau	Kpts/Blk/V/1990	Sukajadi
4	Selendang Delima	Bh/Kdk.46/1.2/	Pekanbaru Kota
5	Bina Usaha - Smu 6	Bh/Kdk.46/1.2/	Tenayan Raya
6	Syariah Baitul Maal Wattamwil / Balai Usaha Mandiri Terpadu (Bmt) Al-Amin	Bh/Kdk.46/1.2/Ix/1998	Bukit Raya
7	Pelindo	Bh/Kwk.4/5.1/	Senapelan
8	Rsi Ibnu Sina	Bh/Kwk/1/I/Vi/1998	Sukajadi
9	Ibu-Ibu Rumbai		Rumbai Pesisir
10	Pegawai Telkom	Bh/Xiii	Marpoyan Damai
11	Primer Koperasi Angkatan Udara Skadron Teknik 045	Bh/Kwk.4/5.1/V/2009	Marpoyan Damai
12	Prima Umega	Bh/Kdk.46/1.2/Xi/1998	Sukajadi
13	Kopinkra Rotan Kencana	Bh/Kwk.4/5.1/	Rumbai
14	Primkop Kartika Belibis Cakti	Bh/Xiii	Bukit Raya

15	Primkoppad Den Bek Ang		Senapelan
16	Kppdk Imigrasi	Bh/Pad/Kwk.4/5.1/Ii/1996	Sukajadi
17	Primkopad Hubyah Rem 031	Bh/Kdk.46/1.2/	Lima Puluh
18	Primkopad Den Zibang	Bh/Xii	Sukajadi
19	K O P S I		Pekanbaru Kota
20	R R I	Bh/Xiii	Pekanbaru Kota
21	Karya Smu 7	Bh/Xiii	Senapelan
22	Kanwil Depag		Pekanbaru Kota
23	Koppas Tangkerang/Koppast a		Marpoyan Damai
24	Mekar Melati	Bh/Kwk.4/5.1/	Rumbai Pesisir
25	Ksu Rejosari	Bh/Kdk.46/1.2/	Tenayan Raya
26	Pt. Sucofindo	Bh/Kwk.4/5.1/	Pekanbaru Kota
27	Primkopad Kodim 03 01 Pbr	Pad/Kwk.4/5.1/Ii/1996	Sukajadi
28	Logistik Riau	Bh/Xiii	Pekanbaru Kota
29	K K M C	Nb/Xiii,	Rumbai Pesisir
30	Kharisma		Sukajadi
31	Pt. Askes Riau	Bh/Kdk.46/1.2/	Bukit Raya
32	Purnawirawan Brimob Polri	Bh/Kdk.46/1.2/	Tampan
33	Smkk Negeri		Sail

34	Kpj Sail Jaya	Bh/Kdk.46/1.2/	Sail
35	Perdagangan Tk I	Bh/Xiii	Sukajadi
36	Smun 2	Bh/Kdk.46/1.2/	Payung Sekaki
37	As-Shofa	Bh/Kdk.46/1.2/	Payung Sekaki
38	Kampung Tengah	/Bh/Xiii	Sukajadi
39	Wanita Melati (Kowati)	Bh/Xiii/Viii/1988	Sukajadi
40	Persatuan Pens. Telkom (Kop2tel)	Bh/Kdk.46/1.2/	Pekanbaru Kota
41	Primkopad Kartika Korem 031 Wb		Pekanbaru Kota
42	Bmt Al Ittihad	Bh/Kdk.46/3	Rumbai Pesisir
43	Blki	Bh/1998/	Marpoyn Damai
44	Pegawai Negeri Madrasah Aliyah Negeri 2 Dan Mandrasah Tsanawiyah Negeri	Bh/Xiii	Sail
45	Rumah Sakit Jiwa (Rsj)		Tampan
46	Lembaga Anak	Bh/Xiii	Bukit Raya
47	Primkopad Detasemen Peralatan "A" 01-12-04	Bh/Xiii/1974	Pekanbaru Kota
48	S K M A		Tampan
49	Sejahtera Walikota	Bh/Xiii	Sukajadi
50	Primkopau Tni Au (Staf Lanud)	Bh/Viii/12/962	Marpoyn Damai
51	Pengrajin Tahu Tempe Sari Jaya (Kopti)	Bh/Xiii	Lima Puluh

52	Iain Susqa	Bh/Xiii	Tampan
53	Widya Bhakti - Blk		Tampan
54	Seludang Mayang	Bh/Xiii	Sukajadi
55	Man I	Bh/Xiii	Marpoyan Damai
56	Primkopad Denkesyah	Bh/Xiii	Senapelan
57	Tirta Bina Karya Pu	Bh/Xiii	Tampan
58	Jamsostek	Bh/Xiii	Lima Puluh
59	Rsud	Bh/Xiii	Pekanbaru Kota
60	Korpri	Bh/Xiii	Sail
61	Setia Kawan - Sd 003	Bh/Xiii	Sail
62	Tirta Darma Pdam	Bh/Xiii	Sail
63	Tridaya	Bh/Xiii	Pekanbaru Kota
64	Bina Tani - Blpp	Bh/Xiii	Bukit Raya
65	Karyawan Pt. Taspen (Persero) Kopkar Taspen	Bh/Xiii/Vii/1992	Sail
66	Ksu Harapan Jaya	Bh/Xiii	Lima Puluh
67	Perindustrian Tk Ii/Rindang	Bh/Xiii	Sukajadi
68	Amalun Nisaa' Bkmt Riau	Bh/Kwk.4/1/	Pekanbaru Kota
69	Dokagu Ylpi		Bukit Raya
70	Kandepag	Pad/Kdk.46/1.2/	Marpoyan Damai

71	Pegawai Negeri Perikanan Laut (Kakap Laut)	Bh/Xiii	Sail
72	Dosen Unilak		Rumbai
73	Primkopau Skuadron 12	Bh/Xiii	Marpoyan Damai
74	Guru-Guru Cendana		Rumbai Pesisir
75	Kpn Smea N Pekanbaru	Bh/Xiii	Lima Puluh
76	Primkoppabri	Bh/Xiii	Marpoyan Damai
77	Pesantren Bustanul Ulum	Bh/Diskop & Ukm/3/	Tenayan Raya
78	Nurul Amal	Bh/Diskop & Ukm/3/	Tampan
79	Primkopau Paskhas Lanud Pekanbaru	Bh/Diskop & Ukm/3/	Marpoyan Damai
80	Primkopau Rumkit Lanud Pekanbaru	Bh/Diskop Ukm/3/Xi/2002 &	Marpoyan Damai
81	Rezeki Rolamro/Kozero	Bh/Diskop & Ukm/3/	Tenayan Raya
82	Amanah Bank Riau	Bh/Diskop & Ukm/3/	Sukajadi
83	Ar Rahman (Koparman)	Bh/Diskop Ukm/3/Viii/2003 &	Sail
84	Koperasi Sahabat Bepe Kosbepe	Bh/Diskop Ukm/3/Ix/2003 &	Marpoyan Damai
85	Suka Usaha Pt. Suka Fajar	Bh/Diskop & Ukm/3/	Tampan
86	Segar Indah Sman 11	Bh/Diskop & Ukm/3/	Tenayan Raya
87	Kpri Kesuma Smu N 1 Pekanbaru	Bh/Diskop Ukm/3/Ii/2004 &	Lima Puluh
88	Mitra Karya Bersama	Bh/Diskop & Ukm/3/	Rumbai Pesisir
89	Kpri - Smpn 4	Bh/Diskop & Ukm/3/	Lima Puluh

90	Wahana Karya	Bh/Diskop & Ukm/3/	Lima Puluh
91	Bmt Al Barokah	Bh/Diskop & Ukm/3/	Lima Puluh
92	Eka Karsa	Bh/Diskop & Ukm/3/Iv/2005	Tampan
93	Smpn 23	Bh/Diskop & Ukm/3/	Tampan
94	Karya Bersama	Bh/Diskop & Ukm/3/	Rumbai
95	Buruh Pertambangan & Energi Sbsi	Bh/Diskop & Ukm/3/Ix/2005	Rumbai Pesisir
96	Usaha Bersama Alamanda	Bh/Diskop & Ukm/3/I/2006	Lima Puluh
97	Wanita Pesona Martha	Bh/Diskop & Ukm/3/	Marpoyan Damai
98	Makarti Jaya	Bh/Diskop & Ukm/3/	Sail
99	Sejahtera Sman 5	Bh/Diskop & Ukm/Vii/2006	Marpoyan Damai
100	Sejahtera Sman 9	Bh/Iv.11/Diskop & Ukm/3/Iii/2007	Lima Puluh
101	Wahana Mandiri	Bh/Iv.11/Diskop & Ukm/3/	Lima Puluh
102	Prima Badan Adm&Pendidikan Latihan Prop. Riau	Bh/Iv.Ii/Diskop & Ukm/3/Vii/2007	Sukajadi
103	Upaya Bersama	Bh/Iv.11/Diskop & Ukm/3/Ix/2007	Tampan
104	Segantang Lada	Bh/Iv.11/Diskop & Ukm/3/Vii/2007	Sail
105	Wanita Bina Insani Jaya	Bh/Iv.11/Diskop & Ukm/3/Xi/2007	Tenayan Raya
106	Kpri Smpn 5	Bh/Iv.11/Diskop & Ukm/3/	Lima Puluh
107	Karyawan Insan Eletrika Pt. Pln (Persero) P3b Sumetra	Bh/Xiii/1987	Payung Sekaki

108	Mawar Merah	Bh/Iv.11/Diskop Ukm/3/	&	Payung Sekaki
109	Swadaya Mandiri	Bh/Iv.11/Diskop Ukm/3/V/2008	&	Tampan
110	Praja Wibawa	Bh/Iv.11/Diskop Ukm/3/	&	Sail
111	Sma Negeri 12 Pekanbaru	Bh/Iv.11/Diskop Ukm/3/	&	Tampan
112	Purna Bhakti Logistik Riau	Bh/Iv.11/Diskop Ukm/3/	&	Pekanbaru Kota
113	Syariah Berkah Kemuning	Bh/Iv.11/Diskop Ukm/3/	&	Senapelan
114	Rs. Pekanbaru Medical Center	Bh/Iv.11/Diskop Ukm/3/	&	Sail
115	Nastiti	Bh/Iv.11/Diskop Ukm/3/	&	Bukit Raya
116	Berkah Seroja Smkn 06	Bh/Iv.11/Diskop Ukm/3/	&	Tenayan Raya
117	Wanita Chairunnisa	Bh/Iv.11/Diskop Ukm/3/Xi/2008	&	Rumbai Pesisir
118	Koppas Panam	Bh/Iv.11/Diskop Ukm/3/	&	Tampan
119	Wanita Mandiri	Bh/Iv.11/Diskop Ukm/3/	&	Rumbai Pesisir
120	Meraih Hari Esak Mandiri	Bh/Iv.11/Diskop Ukm/3/	&	Bukit Raya
121	Eka Hospital	Bh/Iv.11/Diskop Ukm/3/	&	Marpoyan Damai
122	Politeknik Caltex Riau	Bh/Iv.11/Diskop Ukm/3/	&	Rumbai
123	Harjo Bestari	Bh/Iv.11/Diskop Ukm/3/	&	Sukajadi
124	Syariah Bmt Mitra Arta	Bh/Iv.11/Diskop Ukm/3/Ii/2010	&	Rumbai Pesisir
125	Ummul Hidayah	Bh/Iv.11/Diskop Ukm/3/	&	Sail
126	Koperasi Mikro Ekonomi Kerakyatan (Mekar)	Bh/Iv.11/Diskop Ukm/3/2010	&	Rumbai Pesisir

12 7	Mitra Mandiri	Bh/Iv.11/Diskop Umkm/2/	Tampan
12 8	Berkah Bersama Pekanbaru Bahkti Pmi	Bh/Iv.11/Diskop Umkm/2/	Sail
12 9	Smpn 21	Bh/Iv.11/Diskop Umkm/2/	Marpoyan Damai
13 0	Wanita Jaya	Bh/Iv.11/Diskop Umkm/2/Iv/2011	Lima Puluh
13 1	Sang Surya	Bh/Iv.11/Diskop Umkm/2/	Tampan
13 2	Karyawan Karya Mandiri (K3m) Puk Sppp Pt. Rickry	Bh/Iv.11/Diskop Umkm/2/Vi/2011	Rumbai
13 3	Mandiri Riau Sejahtera	Bh/Iv.11/Diskop Umkm/2/Vi/2011	Sukajadi
13 4	Wanita Islam Riau	Bh/Iv.11/Diskop Umkm/2/Xi/2011	Tampan
13 5	Yayasan Zamrad	Bh/Iv.11/Diskop Umkm/2/I/2012	Tenayan Raya
13 6	Anak Bangsa	Bh/Iv.11/Diskop Umkm/2/	Tampan
13 7	Perhimpunan Purnakarya Pertamina	Bh/Iv.11/Diskop Umkm/2/	Rumbai Pesisir
13 8	Bmt Al-Khifah	Bh/Iv.11/Diskop Umkm/2/	Sail
13 9	Putri Delima	Bh/Iv.11/Diskop Umkm/2/	Tampan
14 0	Permata Indonesia	Bh/Iv.11/Diskop Umkm/2/	Tenayan Raya / Bukit Raya
14 1	Koperasi Wanita Kartini 21 (Kwk 21)	Bh/Iv.11/Diskop Umkm/2/	Sail
14 2	Wana Griya (Kowana)	Bh/Iv.11/Diskop Umkm/2/	Tampan
14 3	Bina Mitra Sejahtera (Bimas)	Bh/Iv.11/Diskop Umkm/2/	Lima Puluh
14 4	Kelulut Jaya Mandiri	Bh/Iv.11/Diskop Umkm/2/	Marpoyan Damai

14 5	Hasanah	Bh/Iv.11/Diskop Umkm/2/I/2013	Marpoyan Damai
14 6	Warga Sejahtera	Bh/Iv.11/Diskop Umkm/2/Iv/2013	Tampan
14 7	Ksp Usaha Bersama Ar-Rahman	Bh/Iv.11/Diskop Umkm/2/X/2013	Tenayan Raya
14 8	Ksp Setia Amanah	Bh/Iv.11/Diskop Umkm/2/Xi/2013	Rumbai Pesisir
14 9	Ksp Muslimah	Bh/Iv.11/Diskop Umkm/2/Xii/2013	Sukajadi
15 0	Koperasi Syariah Bina Insan Mulia	Bh/Iv.11/Diskop Umkm/2/Viii/2014	Lima Puluh
15 1	Lkma Rejosari Indah	Bh/Iv.11/Diskop Umkm/2/Ix/2014	Tenayan Raya
15 2	Tengku Maharatu	Bh/Iv.11/Diskop Umkm/2/X/2014	Tampan
15 3	Gapoktan Permai Sari	Bh/Iv.11/Diskop Umkm/2/Xi/2014	Rumbai
15 4	Gapoktan Maju Jaya	Bh/Iv.11/Diskop Umkm/2/Xi/2014	Rumbai Pesisir
15 5	Gapoktan Murni Jaya	Bh/Iv.11/Diskop Umkm/2/Xi/2014	Rumbai Pesisir
15 6	Wredatama Sejahtera	Bh/Iv.11/Diskop Umkm/2/Viii/2014	Lima Puluh
15 7	Gapoktan Manunggal Jaya	Bh/Iv.11/Diskop Umkm/2/Xi/2014	Rumbai Pesisir
15 8	Mahoni Berdikari	Bh/Iv.11/Diskop Umkm/2/Vi/2015	Tenayan Raya
15 9	Hang Tuah Pekanbaru	Bh/Iv.11/Diskop Umkm/2/V/2015	Bukit Raya
16 0	Segar Makmur	Bh/Iv.11/Diskop Umkm/2/Iv/2015	Tenayan Raya
16 1	Sembilang Mandiri Sejahtera	Bh/Iv.11/Diskop Umkm/2/X/2015	Rumbai Pesisir
16 2	Lkma Fajar Indah	Bh/Iv.11/Diskop Umkm/2/Xi/2015	Payung Sekaki
16 3	Karyawan Pjb Tenayan Sejahtera	Bh/Iv.11/Diskop Umkm/2/Xi/2015	Tenayan Raya

16 4	Rutan Pasti Jaya	Bh/Iv.11/Diskop Umkm/2/Xi/2015	Tenayan Raya
16 5	Suka Makmur Rejo Sari (Rw)	Bh/Iv.11/Diskop Umkm/2/I/2016	Tenayan Raya
16 6	Lestari	Bh/Iv.11/Diskop Umkm/2/I/2016	Tenayan Raya
16 7	Subur Mandiri	Bh/Iv.11/Diskop Umkm/2/Ii/2016	Tenayan Raya
16 8	Darma Karya	Bh/Iv.11/Diskop Umkm/2/Iii/2016	Marpoyan Damai
16 9	Tunas Mulia	Bh/Iv.11/Diskop Umkm/2/Iii/2016	Tenayan Raya
17 0	Baitul Maal Wat Tamwil Islam Abdurrah	Bh/Iv.11/Diskop Umkm/2/Iv/2016	Payung Sekaki
17 1	Koperasi Sejahtera Rw-17	Bh/Iv.11/Diskop Umkm/2/Iv/2016	Tenayan Raya
17 2	Maju Jaya	Bh/Iv.11/Diskop Umkm/2/Iv/2016	Tenayan Raya
17 3	Sejahtera Bersama Tengkerang Timur	Bh/Iv.11/Diskop Umkm/2/Iv/2016	Tenayan Raya
17 4	Budi Makmur	Bh/Iv.11/Diskop Umkm/2/Iv/2016	Tenayan Raya
17 5	Bougenvile Tenayan Raya	Bh/M.Kukm.2/Vi/2016	Tenayan Raya
17 6	Arengka Indah Pekanbaru	Bh/M.Kukm.2/Viii/2016	Tenayan Raya
17 7	Syari'ah Bina Widya Arfaunnas	Bh/M.Kukm.2/Ix/2016	Tampan
17 8	Smantri Maju Bersama	Bh/M.Kukm.2/Xii/2017	Sukajadi

Appendices F. Reliability Analysis For Pilot Test

I. Employee Education

Case Processing Summary			
		N	%
Cases	Valid	15	46.9
	Excluded ^a	17	53.1
	Total	32	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.533	4

II. Employee Competence

Case Processing Summary			
		N	%
Cases	Valid	15	46.9
	Excluded ^a	17	53.1
	Total	32	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.726	4

III. Employee Working Experiences

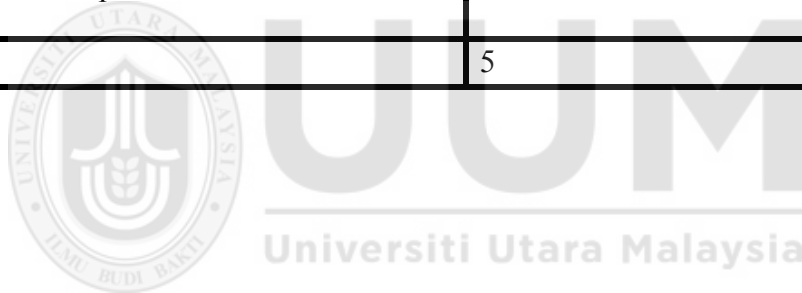
Case Processing Summary			
		N	%
Cases	Valid	15	46.9
	Excluded ^a	17	53.1
	Total	32	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.857	5

IV. Organizational Performances

Case Processing Summary			
		N	%
Cases	Valid	15	46.9
	Excluded ^a	17	53.1
	Total	32	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.956	5



Appendices G. Factor Analysis (Independent Variable)

I. Employee Education

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.700
Bartlett's Test of Sphericity	Approx. Chi-Square	73.390
	df	6
	Sig.	.000

Anti-image Matrices					
		Employee Education 1	Employee Education 2	Employee Education 3	Employee Education 4
Anti-image Covariance	Employee Education 1	.893	-.150	-.097	.007
	Employee Education 2	-.150	.684	-.239	-.114
	Employee Education 3	-.097	-.239	.606	-.258
	Employee Education 4	.007	-.114	-.258	.720
Anti-image Correlation	Employee Education 1	.774 ^a	-.192	-.132	.009
	Employee Education 2	-.192	.717 ^a	-.371	-.162
	Employee Education 3	-.132	-.371	.662 ^a	-.391
	Employee Education 4	.009	-.162	-.391	.708 ^a
a. Measures of Sampling Adequacy(MSA)					

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.107	52.673	52.673	2.107	52.673	52.673
2	.874	21.862	74.535			
3	.580	14.505	89.040			
4	.438	10.960	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
Employee Education 1	.517
Employee Education 2	.785
Employee Education 3	.831
Employee Education 4	.730
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

II. Employee Education

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	76.483
	df	6
	Sig.	.000

Anti-image Matrices					
		Employee Competence 1	Employee Competence 2	Employee Competence 3	Employee Competence 4
Anti-image Covariance	Employee Competence 1	.881	-.117	-.040	-.128
	Employee Competence 2	-.117	.640	-.274	-.133
	Employee Competence 3	-.040	-.274	.626	-.196
	Employee Competence 4	-.128	-.133	-.196	.726
Anti-image Correlation	Employee Competence 1	.811 ^a	-.155	-.054	-.161
	Employee Competence 2	-.155	.697 ^a	-.433	-.195
	Employee Competence 3	-.054	-.433	.680 ^a	-.290
	Employee Competence 4	-.161	-.195	-.290	.762 ^a
a. Measures of Sampling Adequacy(MSA)					

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.158	53.949	53.949	2.158	53.949	53.949
2	.812	20.305	74.254			
3	.593	14.836	89.090			
4	.436	10.910	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix ^a	
	Component
	1
Employee Competence 1	.557
Employee Competence 2	.800
Employee Competence 3	.803
Employee Competence 4	.750
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

III. Employee Working Experience

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	128.855
	df	10
	Sig.	.000

Anti-image Matrices						
		Employee Working Experience 1	Employee Working Experience 2	Employee Working Experience 3	Employee Working Experience 4	Employee Working Experience 5
Anti-image Covariance	Employee Working Experience 1	.597	-.199	.007	-.198	-.164
	Employee Working Experience 2	-.199	.727	-.087	.049	-.135

	Employee Working Experience 3	.007	-.087	.649	-.223	-.184
	Employee Working Experience 4	-.198	.049	-.223	.649	-.061
	Employee Working Experience 5	-.164	-.135	-.184	-.061	.606
Anti-image Correlation	Employee Working Experience 1	.755 ^a	-.302	.012	-.318	-.272
	Employee Working Experience 2	-.302	.783 ^a	-.126	.071	-.203
	Employee Working Experience 3	.012	-.126	.764 ^a	-.343	-.293
	Employee Working Experience 4	-.318	.071	-.343	.747 ^a	-.098
	Employee Working Experience 5	-.272	-.203	-.293	-.098	.800 ^a
a. Measures of Sampling Adequacy(MSA)						

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.678	53.562	53.562	2.678	53.562	53.562
2	.812	16.236	69.798			
3	.613	12.265	82.063			
4	.510	10.195	92.258			
5	.387	7.742	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
Employee Working Experience 1	.772
Employee Working Experience 2	.653
Employee Working Experience 3	.728
Employee Working Experience 4	.715
Employee Working Experience 5	.784
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Appendices H. Factor Analysis Dependent Variable (Organizational Performance)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	231.958
	df	10
	Sig.	.000

Anti-image Matrices						
		Organizational Performance 1	Organizational Performance 2	Organizational Performance 3	Organizational Performance 4	Organizational Performance 5
Anti-image Covariance	Organizational Performance 1	.437	-.103	-.049	.003	-.242
	Organizational Performance 2	-.103	.500	-.005	-.232	-.017
	Organizational Performance 3	-.049	-.005	.505	-.188	-.120
	Organizational Performance 4	.003	-.232	-.188	.436	-.022
	Organizational Performance 5	-.242	-.017	-.120	-.022	.425
Anti-image	Organizational	.772 ^a	-.221	-.104	.007	-.562

Correlation	Performance 1					
	Organizational Performance 2	-.221	.798 ^a	-.010	-.497	-.036
	Organizational Performance 3	-.104	-.010	.838 ^a	-.401	-.259
	Organizational Performance 4	.007	-.497	-.401	.758 ^a	-.051
	Organizational Performance 5	-.562	-.036	-.259	-.051	.770 ^a
a. Measures of Sampling Adequacy(MSA)						

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.210	64.200	64.200	3.210	64.200	64.200
2	.730	14.607	78.807			
3	.509	10.176	88.983			
4	.285	5.698	94.681			
5	.266	5.319	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
Organizational Performance 1	.805
Organizational Performance 2	.781
Organizational Performance 3	.801
Organizational Performance 4	.807
Organizational Performance 5	.811
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	



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Appendices I. Reliability Test For (Independent Variable (Employee Education, Employee Competence, Employee Working Experience

I. Employee Education

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.620	4

II. Employee Competence

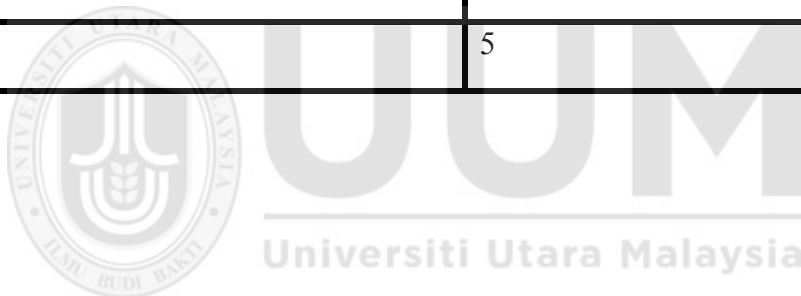
Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.701	4

III. Employee Working Experience

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0
a. Listwise deletion based on all variables in the procedure.			

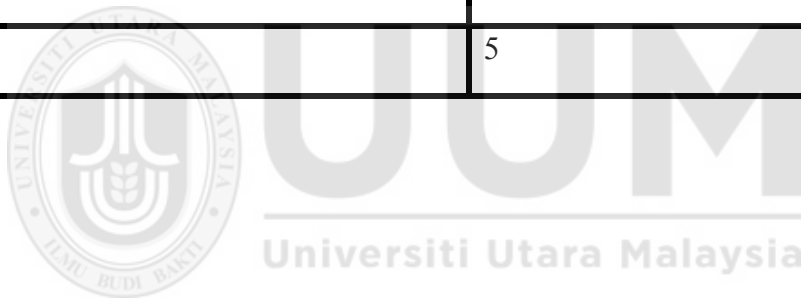
Reliability Statistics	
Cronbach's Alpha	N of Items
.768	5



Appendices J. Reliability Test For Dependent Variable (Organizational Performance)

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.859	5



Appendices K. Pearson Correlation Analysis

Correlations					
		EE	EC	EWE	OP
EE	Pearson Correlation	1	.566**	.551**	.392**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
EC	Pearson Correlation	.566**	1	.725**	.481**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
EWE	Pearson Correlation	.551**	.725**	1	.345**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
OP	Pearson Correlation	.392**	.481**	.345**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).					

Appendices L. Multiple Regression Analysis

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	EWE, EE, EC ^b	.	Enter
a. Dependent Variable: OP			
b. All requested variables entered.			

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.504 ^a	.254	.230	.51172	1.933
a. Predictors: (Constant), EWE, EE, EC					
b. Dependent Variable: OP					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.546	3	2.849	10.879	.000 ^b
	Residual	25.138	96	.262		
	Total	33.684	99			
a. Dependent Variable: OP						
b. Predictors: (Constant), EWE, EE, EC						

Coefficients ^a								
Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.388	.454		3.060	.003		
	EE	.179	.105	.189	1.711	.090	.638	1.567
	EC	.505	.161	.419	3.130	.002	.435	2.301
	EWE	-.074	.158	-.062	-.470	.640	.446	2.245
a. Dependent Variable: OP								

